Evaluation "National Anti-Drug Plans/Strategies" Program

Inter-American Drug Abuse Control Commission (CICAD/OAS)

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Historical Context (I)

Institutional Strengthening
(Evaluations 1 & 2)

1. XXXVII Regular Session

   Institutional Building Unit – Program to Strengthen National Anti-Drug Systems:

   > Evaluation of the CICAD Program
   > Hemispheric Coverage of National Strategies

Historical Context (II)

Institutional Strengthening

2. XXXIX Regular Session

   External Consultant:

   > Institutional efforts
   > Methodology developed
   > Feasibility of the strategy
   > Overall achievements with CICAD support

Components of the Evaluation

National Plan document

>   Participation by public officials
>   Process of Plan development and approval

Strengthening of the National Commission

>   Inter-institutional communication
>   Policies, strategies and programs
>   Institutional collaboration for implementation

Impact of the Strategy on Country (with CICAD assistance)

>   Political will
>   Results of policies and programs
>   Quantifiable results

Criteria for Evaluation of "National Plans/ Strategies" Program

Relevance: Validity of government objectives, policies and programs

Evaluability: Appropriate systems and processes of monitoring and evaluation

Consistency: Integration of challenges, policies, strategies, programs, projects, execution, monitoring, achievements, budget

Efficiency: Participation, process and agility in National Plan formulation and approval

Effectiveness: Achievements, impacts of Plan implementation

Conclusions & Recommendations

1. **Relevance Factors**

    > Legislation subsequent to Plan
    > Consulted for overall guidance
    > Participation and ownership
    > Commitment of key actors
    > Means available for implementation

    Irrelevance Factors

    > Subsequent Plan revised with less participation
    > Actors have less influence in Plan content
    > Actors have less influence in decision making
    > Collaborators receive few benefits from the process

Conclusions & Recommendations

2. Evaluation

>   Monitoring & evaluation systems
>   Coordination among organizations
>   Indicators of progress and success
>   Baseline data (prevention & supply reduction)
>   Numbers
>   Timetables
>   Objectives

> >   Accomplishments
> >   Good practices
> >   Deficiencies
> >   Opportunities
> >   Adjustments
> >   Decisions
> >   Budget allocations

Conclusions & Recommendations

3. Consistency

>   Linkages between causes & strategic objectives

>   Empirical base for

>   Detection of change

>   Analysis of results

>   Lessons learned

>   Future adjustments

>   Desired results

>   Justifications (rationale)

>   Compatibility between programs & projects

>   Integration among actors

>   Integration of interventions

>   Feasibility

Conclusions & Recommendations

4. Efficiency

> Key support by CICAD

> Convergence of anti-drug groups

> Workshops and follow-up

> Consensus regarding problem issues

> Formulation of policies & strategies

> Project development with budgets

> Formal approval and political will

Conclusions & Recommendations

5. Effectiveness

- > Implementation
- > Legal foundation
- > Institutional capacity
- > Decentralized systems
- > Institutionalized systems
- > Priorities *vis-à-vis* prevention, treatment, rehabilitation, interdictions
- > Appropriate allocation of resources
- > Institutional coordination
- > Commitment

Model for National Commissions

Key Functions

1. Coordination   <   Leadership

2. Planning   <   Policies, strategies

3. Advising   <   Guidance

4. Evaluation   <   Monitoring

Indicators of Institutional Change

Institutional Maturity

Indicators	Incipient (I)	Conditional (II)	Sustained (III)
Resources			
Collaboration			
Results			

Stages of Institutional Maturity

1. **Initial**
   - > In process of formulating policies
   - > Recruiting technical staff
   - > Limited resources available (internal and external)
   - > Shortage of up-to-date equipment

2. **Intermediate**
   - > General lack of practical experience
   - > Staff undergoing training
   - > Objectives defined; receives external assistance
   - > Reciprocal relations with affiliated organizations

3. **Advanced**
   - > Requests for guidance from other agencies
   - > Access to predictable budget resources (political will)
   - > Capacity to establish realistic priorities
   - > Operates with relative independence

Institutional Inter-Actions

	National Commission	Prevention	Treatment	Supply Reduction	NGOs
National Commission					
Prevention					
Treatment					
Supply Reduction					
NGOs					

Conclusions & Recommendations

Strengthening of National Commissions

>   Mission and priorities are established

>   Regulations with staff functions and attributions

>   Appropriate organizational structure

>   Staff – qualified, stable, sufficient

>   Technical staff for each function, e.g.

>>   Data, statistics, research

>>   Monitoring and evaluation

>   Physical installations

>   Equipment

>   Means of communication and transportation

Impacts: Conclusions & Recommendations

Achievements & Challenges

> Participation and collaboration

> National Plan

> Political commitment

> Appropriate legislation

> Organizational restructuring

> Coordination of project implementation

> Access to resources

> Prevention activities

> Confiscation of drugs and goods, money

> Training

> Performance and institutional image

> Dedicated and qualified staff